



Strategic Plan

2024-26



Acknowledgement

The Wellington Aboriginal Corporation Health Service acknowledges the Wiradjuri, Kamilaroi, Darug and Gundugurra peoples as the Traditional Custodians of the Country where we work. We pay our respects to Elders, past, present and emerging. We ask all people that walk, work and live on traditional Aboriginal lands, to be respectful of culture and traditions and work together as one to better Aboriginal Health.



Foreword from the Chair

As the Chairperson of the Wellington Aboriginal Corporation Health Service (WACHS) Board, I am happy to present the 2024-2026 Strategic Plan.

The 2024-2026 Strategic Plan marks a significant move forward for WACHS. After formally exiting special administration in 2022, WACHS has established itself as an organisation with strong governance and long-standing community ties, committed to improving the health outcomes of our people.

Reflecting on our achievements against the previous strategic plan, the board feel immensely proud at the way our services, staff and communities remained strong through the pandemic, the instability of special administration and the intense national debate leading into the referendum, all of which we know impacted the wellbeing of our communities.

Our communities continue to be challenged by chronic health conditions and concerns for social and emotional wellbeing, this has been front of mind as we have looked to develop a strategic plan that best supports our people to stay safe and healthy across their lives. Past years have seen us focus on providing wrap around supports for young families through establishing the Australian Nursing Family Partnership Program and strengthening our child and maternal health programs. Now that these services are well positioned to continue providing support to our families, we are turning our focus to planning for Aged Care specific services, to further compliment Elders programs delivered through WACHS. Ultimately, we want to make sure that all of our people have access to the care they need at all points of their lives.

As we look to the future in forming this strategic plan, we have identified the need to focus on our continued sustainability as an organisation on a number of levels. WACHS will spend the 2024-2026 period focused on continuing to provide services that meet the needs of our communities, strengthening our governance and financial stability, focusing on supporting and developing our workforce and looking at innovation, namely through planning for the transition of Greater Western Aboriginal Health Service (GWAHS) and Maayu Mali back to local ownership and governance as independent entities. We know the transition of GWAHS and Maayu Mali is important to our communities, and WACHS are committed to undertaking this process in a way that best sets up the services for success.

We look forward to working with our communities to meet our strategic priorities.

Michael Peachey

**Chairperson
Wellington Aboriginal Corporation Health Service**

About Us

Wellington Aboriginal Corporation Health Service (WACHS) operates on the land of the Wiradjuri, Darug, Gundungurra, and Kamilaroi people.

WACHS is an Aboriginal Community Controlled Health Organisation which has been operating for over 30 years, providing culturally appropriate, holistic Primary Health care and community programs to the Aboriginal community of Wellington and surrounding districts.

In recent years WACHS has moved into supporting other regions through an open tender process, which has resulted in the organisation taking on operational management of Moree Aboriginal Residential Rehabilitation Service (MARRS), and Greater Western Aboriginal Health Service (GWAHS). Expanding our model of care across the Aboriginal communities of Greater Western Sydney, Nepean and Blue Mountains health regions, and North-West and Far-West regions of NSW.

WACHS is governed by a Board of Directors which consists of nine Aboriginal community members and two specialist non-member directors, and by three Regional Advisory Committees which consist of members from Wellington, Moree and Greater Western Sydney communities. The Board of Directors provides the strategic direction of the organisation and works in close consultation with the Chief Executive Officer to ensure that organisational, community and funding outcomes are being achieved in line with our Strategic Plan.

WACHS employs 130 staff across all service locations.

Our Purpose

Deliver culturally safe, quality services that meet the health and wellbeing needs of our communities.

Our Vision


To be a leader in healthcare and to support our people to thrive, grow and develop stronger communities, now and into the future.

Our Priorities

These priorities demonstrate our commitment to be a leader in healthcare and to support our people to thrive, grow and develop stronger communities, now and into the future.

We plan to achieve this by strengthening our service offerings to meet community needs, developing our organisational governance, supporting our workforce and focusing on innovative ways to grow and evolve.

Our four priorities will guide our actions to strengthen and support our communities.




Priority 1 Continue to drive improved outcomes for our communities through the delivery of client-centered programs and services



Priority 2 Continue to strengthen our organisational governance and sustainability



Priority 3 Grow, develop and support a strong and culturally capable workforce



Priority 4 Innovate and embrace change to ensure continuous improvement and best practice service delivery, including leading transition to independent entities



Priority 1

Continue to drive improved outcomes for our communities through the delivery of client-centered programs and services

Delivering services that meet the health needs of our communities is central to the success of WACHS. To do this, WACHS recognises the need to purpose fit our service delivery through investing in understanding the health outcomes data for our people, both through analysing existing population health data that exists in the public domain and in our services, and through improving our community engagement mechanisms.

Actions		Indicators
1.1	Utilise relevant data and information to improve and enhance service delivery gaps	<ul style="list-style-type: none"> • Service-level data • Utilisation of services and programs
1.2	Continually improve community health services to meet the needs of communities	<ul style="list-style-type: none"> • Community population data • Program plans that link to the Strategy plan
1.3	Continually improve community engagement to deliver responsive services	<ul style="list-style-type: none"> • Community and client feedback (surveys, participation in events)



Priority 2

Continue to strengthen our organisational governance and sustainability

WACHS is committed to strengthening its governance and financial sustainability to be able to serve its communities now and into the future. This includes effective financial management, succession planning and supporting services to seek alternate funding opportunities and secure a future funding pipeline. As an Aboriginal community-controlled organisation, effective governance includes considerations for culturally informed decision making and knowledge structures.

Actions		Indicators
2.1	Strengthen our current financial state	<ul style="list-style-type: none"> • Funding • Independent audits
2.2	Secure our future financial sustainability	
2.3	Continue to strengthen our governance	<ul style="list-style-type: none"> • Board training and succession planning • Membership • Active community engagement and involvement • Participation • Cultural governance model • Skills and dynamics of the board and advisory groups



Priority 3

Grow, develop and support a strong and culturally capable workforce

A strong and culturally capable workforce is critical to WACHS being able to deliver safe and effective services to Aboriginal and Torres Strait Islander clients. With growing and flexible service models, WACHS is committed to growing its workforce, including specialist workforce where possible. WACHS is also committed to supporting our existing workforce by improving our HR processes, solidifying pathways for career progression and ensuring the workplace is safe for Aboriginal and Torres Strait Islander staff.

Actions		Indicators
3.1	Review the Performance Supervision Framework	<ul style="list-style-type: none"> • Vacancy rates • Staff retention • Recruitment processes • Employee satisfaction surveys • Staff participation and engagement in events (e.g. team planning and bonding days) • Streamlined HR processes • Purpose built organisational structure
3.2	Develop an Employment and Development Plan	
3.3	Implement an Aboriginal cultural capability models	



Priority 4

Innovate and embrace change to ensure continuous improvement and best practice service delivery, including leading transition to independent entities

Health service delivery is a constantly evolving sector that requires continuous improvement and innovation. WACHS is committed to embracing innovation to demonstrate best practice and fill services gaps for our communities. This includes transitioning GWAHS and Maaya Mali into independent entities that can thrive and adjust in line with community needs and health priorities.

Actions		Indicators
4.1	Develop place-based action plans	<ul style="list-style-type: none"> Each service has a purpose-built activity plan to meet the overarching strategic priorities
4.2	Enhance current, and seek new partnerships, to increase opportunities for collaborative services and research.	<ul style="list-style-type: none"> External contracts, partnership agreements and MOUs in place Addition of extra services
4.3	Continuously improve systems through the use of technology and research	<ul style="list-style-type: none"> Capturing appropriate data IT Reports The Essential 8 (Data Security) Compliance
4.4	Develop an Aged Care Reform Plan	<ul style="list-style-type: none"> Short, medium and long-term plans for Aged Care Monitor and review plan
4.5	Develop Transition Plans	<ul style="list-style-type: none"> Short, medium and long term plans for Transition Monitor and review plan

Appendix A – Suggested activities under the relevant priorities

Through the process of identifying high level action areas under the refreshed priorities, stakeholders also identified some key actions to drive outcomes. The below, though not an exhaustive list, may be useful in developing place-based activity/operational plans with staff.



Priority 1

Continue to drive improved outcomes for our communities through the delivery of client-centered programs and services

Actions		Possible Activities
1.1	Utilise relevant data and information to improve and enhance service delivery gaps	<ul style="list-style-type: none"> • IT dashboards • Utilisation of National and NSW based KPI data to better understand service gaps • Expansion of clinical and community programs across Western Sydney • Implementation of new programs and services (eg. Palliative care etc.)
1.2	Continually improve community health services to meet the needs of communities	<ul style="list-style-type: none"> • Review and adjust models of care in line with community input. • Develop patient journeys/case studies of service use for continuous improvement • Seek service user feedback. • Incentivise reflective practice for clinicians and other staff.
1.3	Continually improve community engagement to deliver responsive services	<ul style="list-style-type: none"> • Increase community engagement events • Measure attendance at events • Develop and implement a communications and marketing plan to embed consistency and regularity into external messaging



**Priority
2**

Continue to strengthen our organisational governance and sustainability

Actions		Possible Activities
2.1	Strengthen our current financial state	<ul style="list-style-type: none"> Continued focus on effective and compliant financial management and reporting Additional financial training for staff (understanding budgets, managing project funds etc)
2.2	Secure our future financial sustainability	<ul style="list-style-type: none"> Preparation and maintenance of some pre-drafted WACHS collateral for ease in bidding for new tenders/program funding
2.3	Continue to strengthen our governance	<ul style="list-style-type: none"> Continue board and executive management training Identify, grow and support up and coming community leaders to secure organisational succession Focus on recruitment of Aboriginal staff into management roles. Update terms of reference for Regional Advisory groups in line with community priorities Continue to focus on local cultural governance as a priority in decision making Develop and agree on a template for board reports Agree and commit to regular cadence for updating organisational policies and procedures. Streamline information sharing between different levels of organisational leadership



Priority 3

Grow, develop and support a strong and culturally capable workforce

Actions		Possible Activities
3.1	Review the Performance Supervision Framework	<ul style="list-style-type: none">• Retain staff through streamlined HR processes that address and support staff through workplace issues.• Retain staff through focus on staff wellbeing
3.2	Develop an Employment and Development Plan	<ul style="list-style-type: none">• Support staff training (to maintain their registration)• Support specialist workforce growth through study targeted study support (traineeships, AHP/AHWs)• Internal career pathways, especially for Aboriginal staff
3.3	Implement an Aboriginal cultural capability models	<ul style="list-style-type: none">• Identify local cultural priorities for each site• Deliver localised cultural safety training for each site.



Priority 4

Innovate and embrace change to ensure continuous improvement and best practice service delivery, including leading transition to independent entities

Actions		Possible Activities
4.1	Develop place-based action plans	<ul style="list-style-type: none"> • Develop operational plans to compliment the strategic plan at each site with a year by year breakdown of activities and KPIs • Monitor and review plan
4.2	Enhance current, and seek new partnerships, to increase opportunities for collaborative services and research	<ul style="list-style-type: none"> • Identify potential partner organisations and work towards the establishment of MoUs • Provide space for clinicians to engage in writing research publications and/or opinion pieces if they are interested • External Partnership (including LHDs, unis, TAFE) to support growth within the org
4.3	Continuously improve systems through the use of technology and research	<ul style="list-style-type: none"> • Annual audit of technology infrastructure within the organisation to identify areas for improvement. • Engage in partnerships specific to research • Lead research
4.4	Develop an Aged Care Reform Plan	<ul style="list-style-type: none"> • Develop plan of short, medium and long term milestones for the establishment of aged care services within WACHS • Monitor and review plan
4.5	Develop Transition Plans	<ul style="list-style-type: none"> • Identify the minimum requirements for the transition of Maayu Mali and GWAHS into their own independent entities. • Develop plans specific to the transition of services and entities, this may include embedding critical areas for development into the place based operational plans.

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